

FINAL RECOMMENDATION SUMMARY FORM

WORKGROUP: SUPPORTIVE HOUSING

STRATEGIC ISSUE:		
1. Strengthen infrastructure through education and technical assistance to local nonprofits, public systems and housing providers		
FINAL RECOMMENDATION(S):	ACTION STEPS needed for follow up and implementation:	WHO must be involved in follow-up and implementation:
1. Increase the potential for networking between key partners through sharing of “best practice” information. (Monthly meetings with participant access by phone or computer.)	1a.Coordinate quarterly meetings with participant access by phone, video conferencing or computer.	Implementation Team: CSH, DCH, MSHDA, DHS
2. Develop a Supportive Housing Institute for developers, service providers, and advocates. The Institute should offer various levels of training and programs on housing development, housing access, services and collaboration.	2a. Identify funding sources, create a scope of work, identify potential trainers, delivery mechanism, and whenever possible coordinate through existing programs.	Implementation partners: <ul style="list-style-type: none">• Michigan Township Association• Michigan Municipal League• Michigan Association of Counties• Michigan County Social Service Associations• Non-profit & for-profit Developers• Service Providers• Michigan 2-1-1• Consumers• Tenants of Supportive Housing
3. Support the development of a formal relationship between 2-1-1 and local Continuum of Care planning bodies.	2b. Coordinate training with sessions offered at the Michigan Affordable Housing Conference, and other local and state conferences.	
	3a. Assure that 2-1-1 is aware of supportive housing projects/units that exist within municipality.	
	3b. Assure that the Development of 2-1-1 is coordinated with input and direct involvement from local Continuum of Care bodies (COC).	
	3c. Create and implement an assessment tool that will evaluate the effectiveness of the interface between 2-1-1 and CoCs.	

CHALLENGES associated with follow-up and implementation:
The creation of a Supportive Housing Institute will require coordination, fund-raising, on-going management and oversight.

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STRATEGIC ISSUE:		
<p>2. Assure that services are available and accessible to persons living in supportive housing, including services that allow people to remain in their own homes.</p>		
FINAL RECOMMENDATION(S):	ACTION STEPS needed for follow up and implementation:	WHO must be involved in follow-up and implementation:
<p>1. Create a Supportive Housing Services Workgroup to address the issues of access to services and service funding with a focus on flexibility and integration between sources.</p>	<p>1a. Identify key stakeholders that must be included on the workgroup</p> <p>1b. Create a “work plan” that identifies current funding restrictions, overlaps and gaps in service delivery, and makes recommendations that lead to the creation of flexible and integrated service coordination.</p> <p>1c. Identify dedicated streams of funding to support service delivery to tenants of supportive housing including but not limited to: Department of Community Health, Department of Corrections, Department of Human Services, private philanthropy, and project generated sources. Service delivery must be easily accessible and responsive, 24 hours a day, for all supportive housing residents.</p> <p>1d. Identify opportunities for partnerships among service providers and create memorandums of understanding and other agreements that formalize the relationship and allow for services that best meet the needs of consumers.</p> <p>1e. Identify federal, state, and local barriers to providing services to tenants of supportive housing, and develop recommendations to address each barrier.</p>	<p>Implementation Team:</p> <ul style="list-style-type: none"> • MSHDA • Department of Community Health • Department of Human Services • Corporation for Supportive Housing <p>Implementation Partners:</p> <ul style="list-style-type: none"> • Private philanthropy • Business • Property Management Companies • Developers • Michigan 2-1-1 • MSU • Housing Locator System • Department of Corrections • Consumers • Tenants of supportive housing • Investors • Private Funders
<p>2. To prevent an increase in costs to</p>	<p>2a. Identify key stakeholders who can provide</p>	

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<p>public systems, “eviction prevention” services must be readily available to tenants to assure the on-going quality of life.</p> <p>3. Develop a resource manual that includes information on the funding, service coordination and delivery of successful supportive housing models.</p> <p>4. Develop strategies to assure community service agencies that provide supportive housing services are represented in 2-1-1 and that there are key words associated with this support (to allow 2-1-1 staff to easily locate the supports and make needed referrals).</p>	<p>technical assistance on effective “eviction prevention” techniques.</p> <p>2b. Identify those eviction prevention services that have proved to be most effective.</p> <p>3a. Identify a lead agency.</p> <p>3b. Define the key elements of a successful supportive housing model.</p> <p>3c. Identify projects that meet the key elements of a successful supportive housing model.</p> <p>3d. Produce the manual assuring effective distribution and on-going training.</p> <p>4a. Develop comprehensive key word listing for 211 that will assure supportive housing service providers remain connected with this system.</p>	
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CHALLENGES associated with follow-up and implementation:

Supportive service funding is key to assuring that tenants of supportive housing “remain housed”. Whereas, funders of affordable housing require multi-year commitments (20-30 years or more), service providers receive their budgets on an annual basis. This disconnect between housing and service funding creates an on-going conflict and ultimate concern that the needed services will not be available over the long-term. The challenge will be to create relationships that transcend the reality of funding rounds, and provide housing funders and investors with the assurance that the provision of services will be reliable.

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STRATEGIC ISSUE:		
<p>3. Increase communication and build public support on the benefits of supportive housing through the utilization of an inclusive network of advocates (COC's, Community Collaboratives, business community, and non-traditional partners).</p>		
FINAL RECOMMENDATION(S):	ACTION STEPS needed for follow up and implementation:	WHO must be involved in follow-up and implementation:
<p>1. Commission a statewide cost-benefit, quality of life analysis of supportive housing, similar to the New York, New York study.</p> <p>2. Identify opportunities for collaboration among advocacy, service and housing organizations.</p>	<p>1a. Identify funding sources.</p> <p>1b. Create a Scope of Work.</p> <p>1c. Contract for the study.</p> <p>1d. Create opportunities for sharing the information that will have a direct effect on obtaining needed resources.</p> <p>2a. Provide on-going opportunities for key stakeholders to partner together on projects.</p> <p>2b. Provide workshops and presentations at conferences around collaboration and "best practice" opportunities.</p> <p>2c. Identify and support existing partnerships and help to link them to other initiatives that can offer support.</p> <p>2d. Encourage collaborative efforts and identify ways to create incentives for partnerships throughout MSHDA's programs.</p> <p>2e. Encourage the development and implementation of a plan that advocates for effective, efficient and flexible service funding.</p>	<p>Implementation Team:</p> <ul style="list-style-type: none"> • Corporation for Supportive Housing • Department of Community Health • MSHDA • Department of Human Services • Representatives from Advocacy Organizations • Service Providers • Developers <p>Implementation Partners:</p> <ul style="list-style-type: none"> • Advocacy Organizations • Community Collaboratives • Continuum of Care Planning Bodies • DMB • DOC • DLEG • Consumers • Tenants of supportive housing • Private Philanthropy • Health Care Organizations

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<p>3. Provide data/information to developers and service agencies that can be used to address critical issues raised by neighborhood organizations, planning commissioners, council members and local governmental agencies when siting supportive housing.</p> <p>4. Create an on-going, State Director level, forum (discussion) which includes representatives from DCH, MSHDA, DHS, DMB, DOC, DLEG and will work together to address critical issues and barriers to funding services to tenants of supportive housing.</p> <p>5. Advocate for the support of a dedicated funding stream for the Michigan Affordable Housing Trust Fund.</p>	<p>3a. Develop information packets that can be shared with developers, service organizations, etc.</p> <p>3b. Create training and technical assistance opportunities throughout the state.</p> <p>3c. Create a traveling speakers forum to educate and share studies.</p> <p>3d. Develop a NIMBY guide for developers, planners and service providers.</p> <p>3e. Develop a media guide for consortiums, communities and continuums to use in addressing supportive housing issues.</p> <p>3f. Assure that the MSHDA program guide is on the WEB.</p> <p>3g. Advocate for the authorization of local ordinances that permit a PILOT (Payment in Lieu of Taxes) for Supportive Housing Projects.</p> <p>4a. Create a forum for this Interagency Leadership Team.</p>	
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CHALLENGES associated with follow-up and implementation:

To assure the affordability of Supportive Housing, local communities must grant a Payment in Lieu of Taxes (PILOT) or property tax abatement to the project under consideration. This often is used by local communities to prevent supportive housing from being developed, and is clearly a NIMBY issue. Building strong alliances with key community stakeholders and advocacy organizations has proven to be effective in assuring the

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approval of needed zoning, and tax abatement approvals. The challenge is to create an infrastructure at the State level that can provide needed materials, training and support to local leaders and advocates.

STRATEGIC ISSUE:

4. Promote collaboration among Supportive Housing partners, including service agencies, developers and property management companies.

FINAL RECOMMENDATION(S):	ACTION STEPS needed for follow up and implementation:	WHO must be involved in follow-up and implementation:
<ol style="list-style-type: none"> 1. Provide key partners with information regarding “best practice” efforts nationwide including accessibility, universal design techniques, and products and resources. 2. Identify incentives to encourage housing developers to partner with service organizations to create supportive housing units within multi-family projects under development. 3. Develop a plan, in collaboration with existing property management 	<ol style="list-style-type: none"> 1a. Develop opportunities for sharing through “round-table” discussions, workshops and conferences. 2a. Create opportunities to link service organizations with developers to create scattered-site units in existing or under development multi-family projects. 2b. Facilitate the creation of supportive housing units by deeply subsidizing multi-family units through the use of HOME funds, project based vouchers (PBV’s), LIHTC, etc. 2c. Provide information on supportive housing opportunities at the Michigan Affordable Housing Conference. 2d. Contact supportive housing partners to determine current partnerships between and among service providers, developers and property managers, and utilize these positive relationships as an example to others. 3a. Research existing data on barriers to housing for people with special needs and 	<p>Implementation Team:</p> <ul style="list-style-type: none"> • Corporation for Supportive Housing • Department of Community Health • MSHDA • Department of Human Services <p>Implementation Partners:</p> <ul style="list-style-type: none"> • Organizations that work with special interest groups • Recipients of supportive housing services • Tenants of supportive housing • Advocacy Organizations • Investors • Private Funders

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companies that will address the need to house people who are homeless or have special needs within existing available housing units.	<p>homeless people.</p> <p>3b. Create incentives and mitigate the risk to property management companies on issues that prevent people with special needs and those that are homeless from accessing existing affordable housing units, including “poor credit, criminal history and lack of income”.</p> <p>3c. Consider surveying providers and/or hosting Town Hall meetings to solicit information on barriers to affordable housing and potential solutions.</p> <p>3d. Facilitate the creation of supportive housing units by deeply subsidizing existing vacant units through the use of project based vouchers (PBV's) and/or Housing Choice Vouchers (tenant based).</p>	
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CHALLENGES associated with follow-up and implementation:

Most people with special needs or who are homeless experience an inability to earn a “living wage”. As a result, they often have a history of bad credit, and prior evictions. Although there are vacancies in many affordable housing developments, property management companies are unwilling to accept tenants without sufficient income to support the monthly rent payment. The challenge will be to work with existing property management companies, linking them with good service organizations to create lasting quality relationships, and providing rental subsidies where needed.

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STRATEGIC ISSUE:		
5. Develop a common definition of supportive housing that meets the needs of a broad constituency.		
FINAL RECOMMENDATION(S):	ACTION STEPS needed for follow up and implementation:	WHO must be involved in follow-up and implementation:
1. Create a common definition of supportive housing that is universally understood and approved by all constituent groups.	<p>Recommend the following definition be accepted by MSHDA and appropriate local and state partners:</p> <p>Supportive housing is a successful, cost-effective combination of affordable housing and access to a wide array of supportive services for its residents in order to help them lead a more stable, meaningful life. Men, women, youth, and families with children may need supportive housing for a variety of reasons including:</p> <ul style="list-style-type: none"> Homeless or at risk of homelessness; Poverty, with most earning 20% of median income or below; Chronic health conditions that are at least episodically disabling such as mental illness, developmental disabilities, HIV/AIDS, physical and sensory disabilities, substance use issues; Other substantial barriers to housing stability (including but not limited to: domestic violence, trauma, youth aging out of foster care, people exiting prison or jail who have a history of mental illness or disabilities, people transitioning out of nursing homes and group homes, or those having a history of out-of-home placements); Inability to obtain or maintain housing; and ultimately would not be able to 	

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	<p>retain stable housing without tightly linked services.</p> <p>1a. Solicit feedback on the proposed definition from partners and related constituents.</p> <p>1b. Implement in MSHDA programs and promote the common definition.</p>	
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CHALLENGES associated with follow-up and implementation:

The definition of Supportive Housing is meant to allow flexibility in meeting the needs of people and communities in which they live, while being receptive to a variety of housing and support options.

STRATEGIC ISSUE:

6. MSHDA and the Michigan Affordable Housing Community should be responsive to local communities and provide a wide array of supportive housing options that support personal choice.

FINAL RECOMMENDATION(S):	ACTION STEPS needed for follow up and implementation:	WHO must be involved in follow-up and implementation:
<p>1. Identify potential federal, state and local funding streams that can be used to finance supportive housing developments.</p>	<p>a. Develop an inventory of resources/products for financing capital expenses for use in the development of supportive housing.</p> <ul style="list-style-type: none"> • Products should include bond proceeds, LIHTC, HOME, CDBG, AHP, SHP and Historical Tax Credits; • Additional products should be created and/or added to the 	<p>a. Compiled and maintained by MSHDA Supportive Housing Department. Developed and revised annually with input from:</p> <ul style="list-style-type: none"> a. MSHDA departments involved with capital financing. b. Supportive Housing industry representatives such as CSH, CEDAM, LISC, Michigan Housing Council,

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<p>2. Develop a strategy for assisting developers to identify a financing model that would best meet their objective(s).</p>	<p>inventory as needed and/or available.</p> <p>b. Develop an inventory of resources/products for financing operating expenses for use in the development of supportive housing.</p> <ul style="list-style-type: none"> • Products should include HAP Vouchers, Medicaid, S+C, SHP, Section 811, private philanthropy, Operating Reserves; • Additional products should be created and/or added to the inventory as needed and/or available. <p>c. Create a pool of MSHDA funds to be used as a deficit operating reserve (loan loss reserve), held by MSHDA to guarantee the affordability of supportive housing units;</p> <p>a. Develop an inventory of financial models/strategies for use in the development of supportive housing.</p> <p style="padding-left: 40px;">A. Models/strategies should include:</p> <ul style="list-style-type: none"> • Various combinations of debt, plus tax credits, plus subsidy, plus vouchers. 	<p>developers and consultants.</p> <p>c. Funders and investors in Supportive Housing such as HUD, local government, Great Lakes Capital Fund, Federal Home Loan Bank.</p> <p>b. Compiled and maintained by MSHDA Supportive Housing Department. Developed and revised annually with input from:</p> <ul style="list-style-type: none"> • MSHDA departments involved with operating subsidies or rental assistance. • Supportive Housing industry representatives such as CSH, CEDAM, LISC, Michigan Housing Council, developers and consultants. • Funders and investors in Supportive Housing such as DCH, DHS, DOC, HUD, local government, Great Lakes Capital Fund, Federal Home Loan Bank. <p>c. Facilitated by Supportive Housing Department and involving other departments such as Finance and Legal.</p> <p>a. Compiled and maintained by MSHDA Supportive Housing Department. Developed and revised annually with input from:</p> <ul style="list-style-type: none"> • MSHDA departments involved with capital and operating financing. • Supportive Housing industry representatives such as CSH, CEDAM,
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	<ul style="list-style-type: none"> • HAP Vouchers with existing housing. • Section 202 or 811 plus tax credits or other forms of subsidy. <ul style="list-style-type: none"> B. Models/strategies should be applicable for such varied supportive housing approaches as: <ul style="list-style-type: none"> • Mixed income, mixed use, scattered site, or 100% supportive housing. • Non-profit developers, for-profit developers, and various forms of partnerships. C. Additional models/strategies should be created and/or added to the inventory as needed and/or available. <p>b. Reserve and allocate resources for financing capital and operating expenses for the development of supportive housing each year in the following manner:</p> <ol style="list-style-type: none"> 1) Complete an assessment of need utilizing data from sources such as: <ul style="list-style-type: none"> • CoC plans. • Community plans to end homelessness. • Specific MSHDA initiatives. • Demand for MSHDA products to develop supportive housing (e.g. sponsor proposals or applications, 2-1-1 data, housing needs discussed within PCP, HMIS/RIMIS). 2) Reserve amounts and types of financing products for the upcoming year based on the assessment of need and product availability. 3) Allocate financing products to supportive housing projects, utilizing 	<p>LISC, Michigan Housing Council, developers and consultants.</p> <ul style="list-style-type: none"> • Funders and investors in Supportive Housing such as DCH, DHS, DOC, HUD, local government, Great Lakes Capital Fund, Federal Home Loan Bank. <p>MSHDA Supportive Housing Department staff, and other appropriate departments.</p>
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<p>3. Implement a system to identify and remove barriers to the creation or application of capital resources, operating resources, or financing models/strategies for use in the development of supportive housing.</p>	<p>strategies/models that take into consideration the following factors:</p> <ul style="list-style-type: none"> • Size of the project • Experience of the project Sponsor. • Compatibility of funding streams. • Ability to leverage. <p>a. Develop and Implement a Supportive Housing barrier busting procedure that contains the following elements:</p> <ul style="list-style-type: none"> • A formal procedure for MSHDA to receive input from internal and external sources regarding identified barriers. • A process for MSHDA to work with internal and external sources to eliminate barriers. • A timeline for responding to input regarding barriers. <p>b. Host regularly scheduled ongoing meetings of a statewide Supportive Housing Development Steering Committee.</p>	<p>a. MSHDA Director, the Supportive Housing Department, and other appropriate departments.</p> <p>b. All appropriate MSHDA departments, supportive housing industry representatives, and funders/investors in supportive housing.</p>
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CHALLENGES associated with follow-up and implementation:

The need for Supportive Housing for people with special needs and those who find themselves homeless is great – our challenge will be to obtain the needed housing resources to assure that the units are deeply subsidized. Supportive Housing is also one of the most complex of projects to develop, given the multiple sources need to subsidize the units, as well as the availability and timing of the funding sources (different funding cycles), and in many cases the inexperience of non-profit developers. Technical assistance and shepherding of projects will be needed to assure the creation of quality projects throughout the State.